

Four-Point Overview: Organization

Marengo, Illinois

January 24, 2012



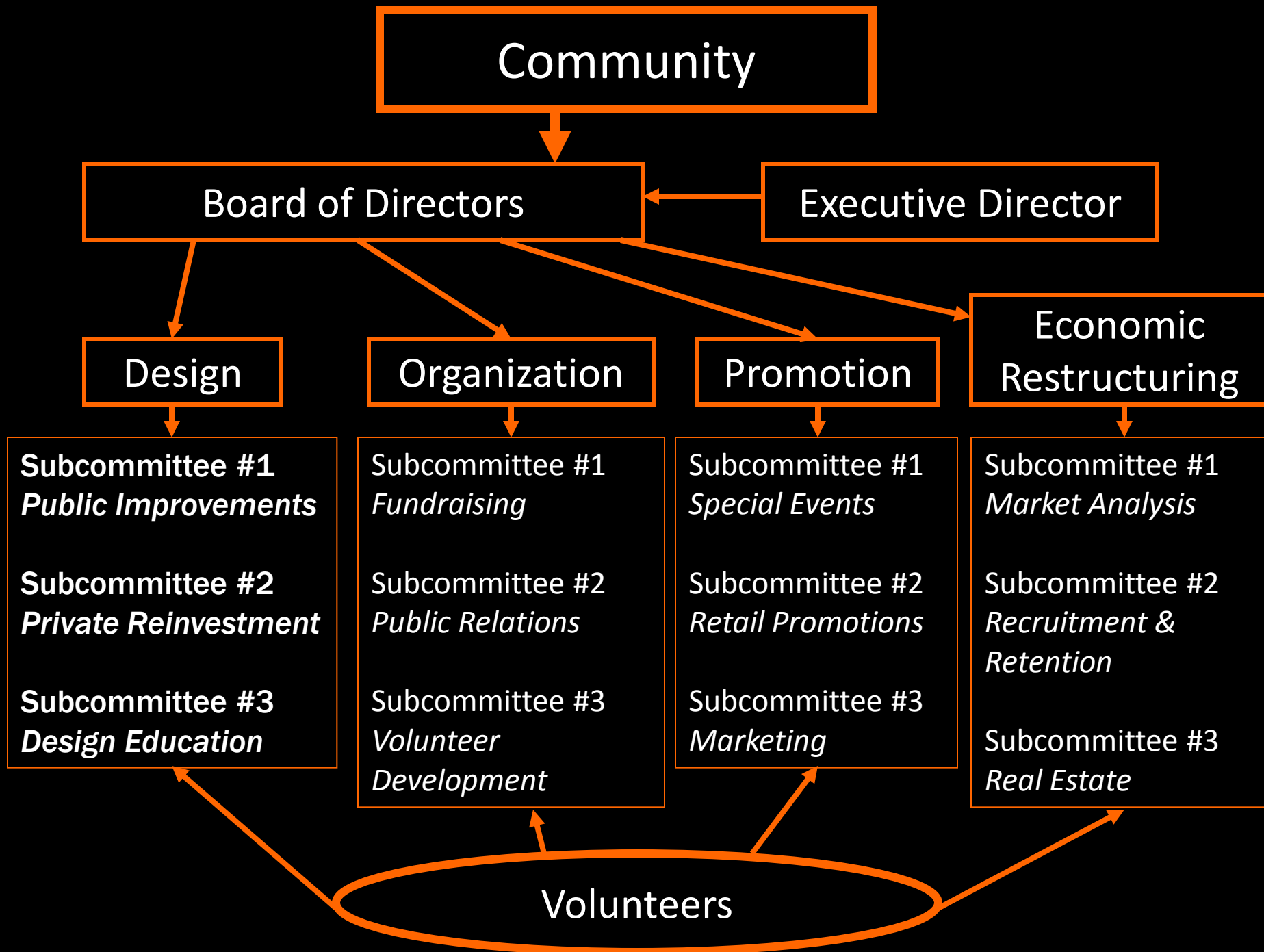
ILLINOIS
MAIN STREET

Agenda:

- Roles of board & committees
- Raising the money
- Volunteer recruitment, development & partnership development
- Communications: internal & external
- How to run the committee
- Work planning

Main Street Four Point Approach:

- **D**esign: improves the district's physical condition
- **O**rganization: independent local non-profit that builds consensus within the community
- **P**romotion: markets the district's unique characteristics and assets
- **E**conomic Restructuring: diversifies the district's economic base



What does the Board of Directors do?

- Funding and financial management
- Advocacy
- Committee oversight
- Evaluation of program
- Personnel management
- Policy
- Planning
- Adheres to Mission and Vision

Why do we have committees?

- Director cannot do it alone
- Allows many people to be involved
- Variety of skills
- Local residents plan the downtown's future
- Many interest groups involved
- Lots of volunteers needed

What do the committees do?

- Take charge of specific tasks they feel are needed to help downtown
- Develop annual work plan
- Develop annual budget from work plan
- Work plan reviewed by board
- Budget and work plan adopted by board

Why do we have ONE staff member?

- Empowers the board to own the work
- Creates many opportunities for citizens to be engaged
- Permits volunteers to take action to complete projects
- Involves many stakeholders

What does the staff do?

- Someone has to know everything that's going on
- Someone has to attend all the committee meetings
- Someone has to be the spokesperson
- Someone has to write and manage the grants
- Someone has to coordinate volunteers

The Organization Committee

- Role: To develop and sustain a well managed volunteer-driven organization
- The most important committee
 - Money
 - People
 - Communication

Organization Committee objectives

- Assist the board with fundraising
 - Annual gifts
 - Signature fundraising event(s)
- Recruit, retain and recognize volunteers
 - Develop partnerships
 - Invite volunteers to serve
- Communications
 - Present the program to the public
 - Communicate internally

Fundraising



Who raises funds for Main Street?

- The Board — is ultimately responsible for a well funded organization
- Committees — Board delegates fundraising to committees, committees raise money for projects and implement fundraising activities
- Staff — writes and manages grants; assists everyone else
- Everyone!

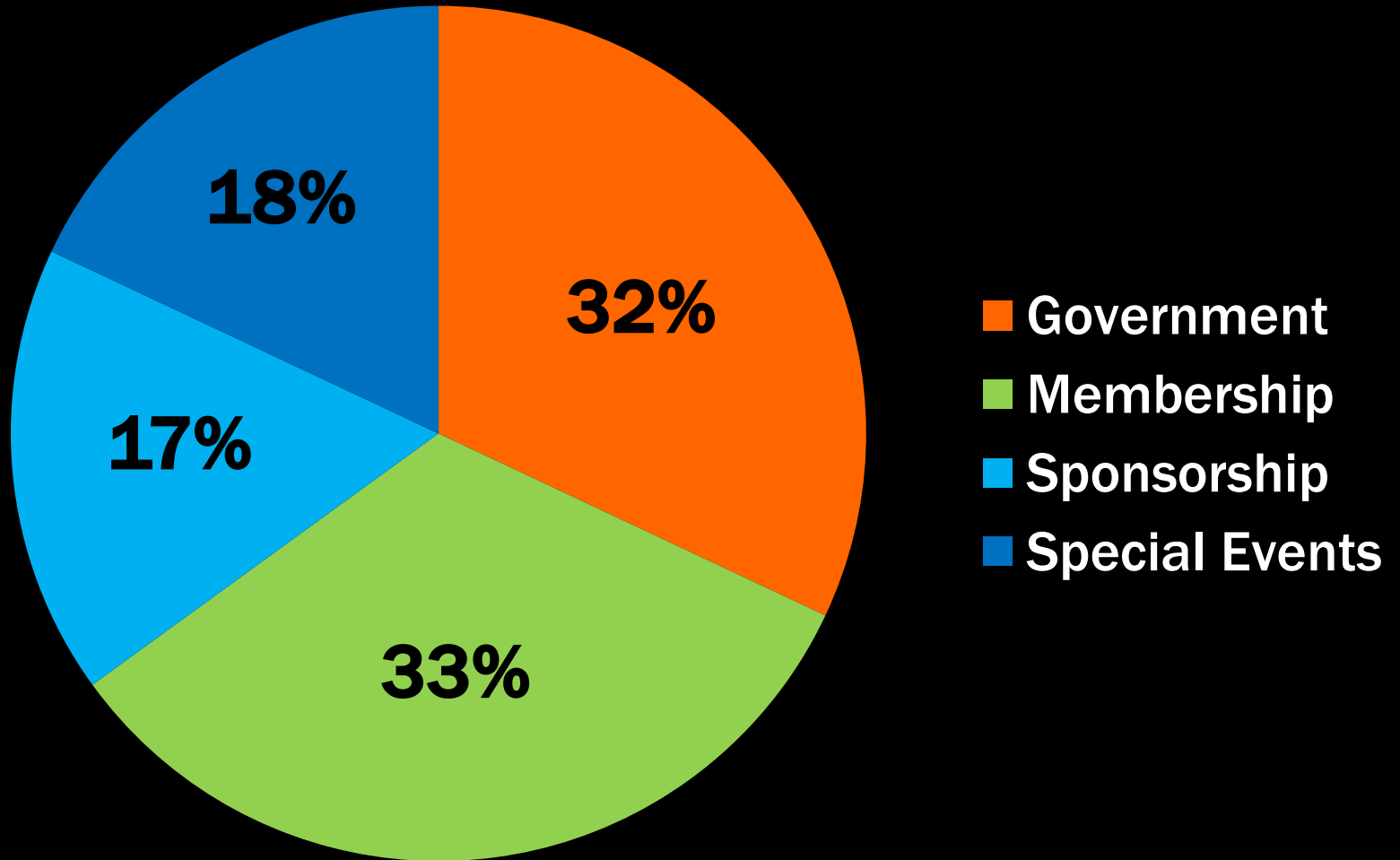
What do you need money for?

- Staff
- Overhead costs (rent, computers, website, newsletter, phone, etc.)
- Committee costs
 - Some earned income from committees
- Small incentives for rehab (signs, awnings, etc.)

Main Street budgets in general

- **Budgets start small, grow incrementally**
- **Are a function of local talent and persistence**
- **Sad Truth: Harder to raise money as time goes on, not easier**
- **More sources available as organization matures**
- **Need to start thinking about long-term sustainability after year 2**

Start up Main Street budget



3 big secrets about fundraising:

1. People give money to people, not causes
2. You have to actually ask for the money
3. If you don't ask, you won't get

Volunteer recruitment, retention and recognition



How many volunteers do we need?

- Main Street needs hundreds of volunteers each year
- Start-ups need 40 volunteers to get the ball rolling
- Building the volunteer and partner base is critical
- You will need MORE volunteers next year!

Attitude is everything

- Board and the ED have to believe in the volunteer effort
- The experience must be positive for both
- Main Street never has enough volunteers



What do volunteers give?

- Volunteers give time
- MS competes against other groups, leisure and family time
- How to make your program seem worthwhile to the volunteer

What do volunteers want?

- Meaningful work
- Job satisfaction
- Specific tasks to achieve
- “Give back to the community”
- Ownership, input and control by volunteer
- Part time work they can schedule to fit their needs
- To have fun

Volunteers today

- Short term assignments
 - Create different types of volunteer opportunities
- Capturing young people
- Use the web to recruit
- Make it the coolest thing to do in town
- Seek diversity
- Make it FUN

Volunteers today

- **44% of Americans volunteer**
- **People who give money are more likely to volunteer**
- **89% donate money – average gift is \$1620**
- **Volunteering is more common in towns than cities**
- **Youth who volunteer are more likely to volunteer as adults**

Who volunteers today?

- People with more education and money
- Slightly more women than men
- Volunteering peaks between ages 30 and 40
- People who volunteer for other organizations
- Joiners are more generous with their time and money

What groups are best prospects?

- Schools—clubs, teams, honors programs
- Community service organizations
- Religious Institutions
- Master Gardeners, Horticultural clubs
- Boy/Girl Scouts, other clubs
- Athletic teams/sports
- Senior Center
- others

Recruitment mechanics

- Volunteer job descriptions
 - Flow from work plan
 - Describes the job to be done
- Volunteer coordinator for placement
- Volunteer orientation
- Volunteer training

A good volunteer job description has

- **Name of project**
- **Supervisor contact info, cell phone**
- **What the job is, factual and complete**
- **Timeline and deadlines**
- **How to get reimbursed**

Volunteer matching

- Matching people to volunteer jobs
- Giving the volunteer real work to do
- Understanding what is asked, how much time it will take and the outcomes
- Orientation packets
- Put people to work right away
- Make it FUN

Volunteer supervision

- **Following up on volunteer assignments**
- **Making sure the volunteer/partner understands their assignment**
- **Providing encouragement, advice and deadlines**
- **Role of event or committee chair**
- **Avoiding disaffected volunteers**

Volunteer retention

- Keep the volunteers you have
- Harder to recruit new!
- Provide training
- Provide a job description
- Encourage volunteer rotation and new assignments for “stars”
- Move “stars” up the ladder to greater responsibility

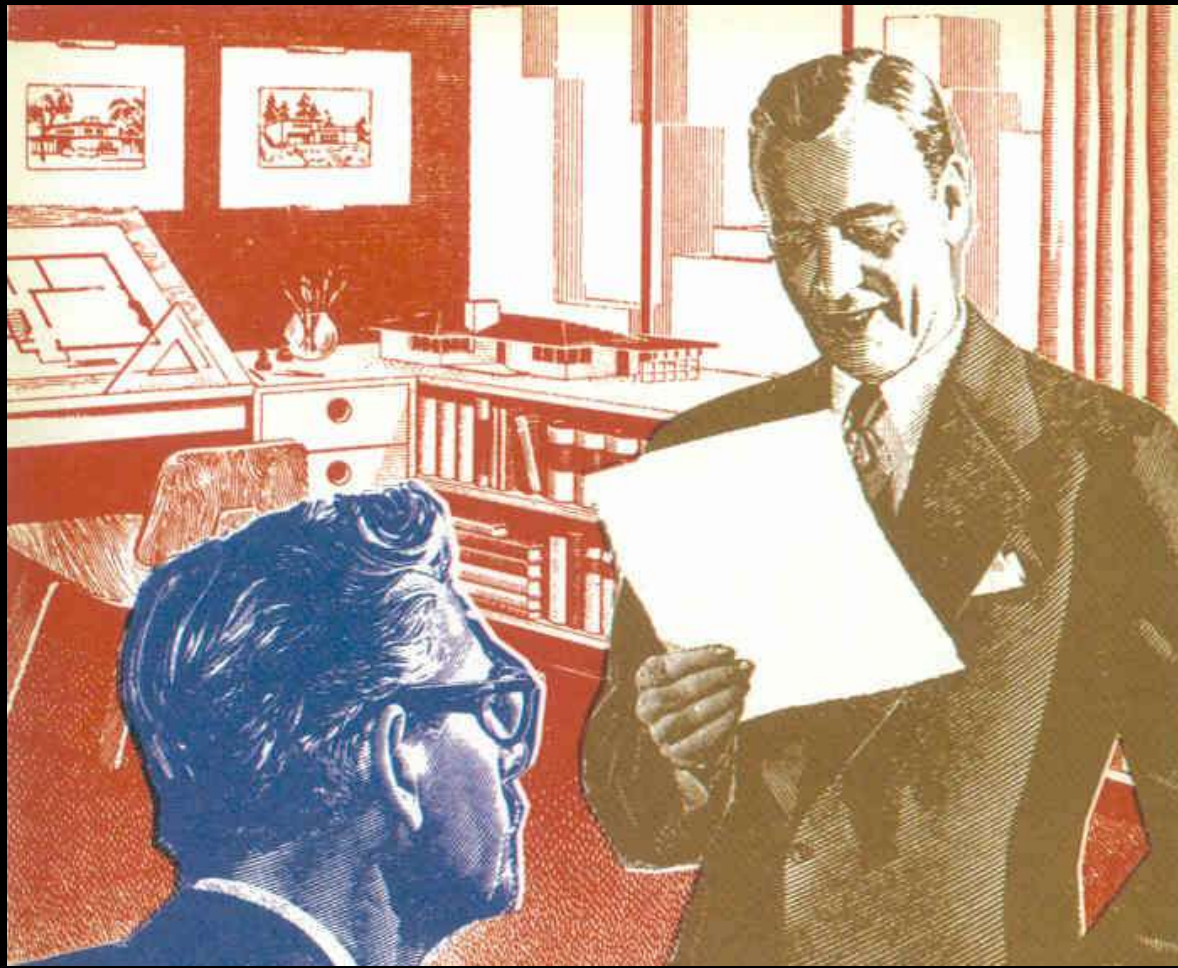
Volunteer recognition: ways to thank

- **Personal praise**
- **Thank you card/note**
- **Certificates**
- **Ask advice/include in meetings**
- **Newspaper ads/articles to thank**
- **Awards program**
- **Service pins**
- **Letters of recommendation**
- **Letters to their work boss**

A great volunteer experience

- **Clearly defined tasks and timeline**
- **Provide appropriate training**
- **Orient to organization**
- **Use time well**
- **Make it fun**
- **Give additional responsibilities to star performers**
- **Thank, praise, thank, praise**
- **Let them REST!**

Communication and PR: Internal & External



Ways to promote the organization

- Newsletters
- Web site
- Blog
- Social networking
- Media releases & coverage
- Visual identity
- Annual gifts
- Annual report
- General brochures

Communication: external

- **Sells the work of the group, not the commercial district**
- **Does not promote the district—
Promotion committee does that**
- **Typical activities: Newsletter (print and email versions, e-blasts), Web site, Social media, Media attention/PR, Speakers bureau, Annual reports**

Communication: internal

■ Communication within the organization itself

- Web site
- Listservs
- E-blasts
- Newsletter
- Orientation for volunteers
- Member activities
- Meeting minutes

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Likely suspects for the Org Committee

- Merchants
- Property owners
- Residents
- Civic group leaders
- Reporters/media reps
- Volunteer specialists
- Accountants

Who should be on the Org Committee?

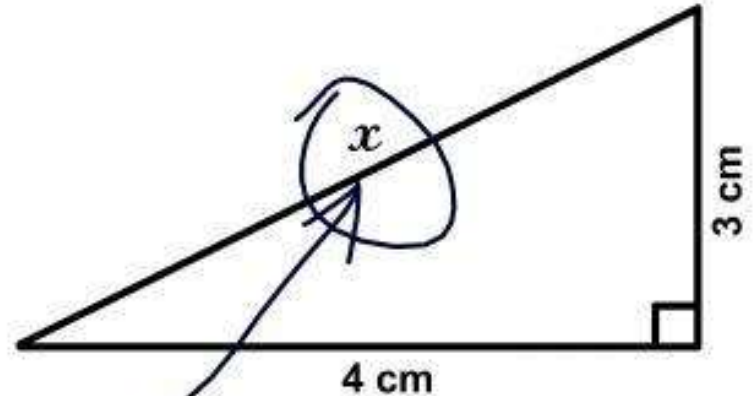
■ Focus on skills

- Writers (newsletter, news releases, flyers)
- “People” people (volunteer recruitment)
- Good with databases (volunteers, annual gift)
- Public speakers (training, speakers bureau)

Other candidates for the Org Committee

- Good organizers (developing systems)
- Knows everyone (volunteer recruitment)
- Throws a good party (volunteer recognition)

3. Find x .



Here it is

What do committee members do?

- Take on specific tasks
- Attend training offered
- Learn about MS
- Participate in meetings
- Make sure work is done on schedule
- Work with others
- Recruit others to help
- Represent the organization positively in public

Role of the chair

- **Recruits members, orients, supervises and thanks volunteers**
- **Runs the meeting, does agenda, takes minutes**
- **Organizes the work, schedules tasks, makes sure volunteers are working**
- **Forges consensus**

Role of the chair (continued)

- **Represents the committee, brings info back from board to committee**
- **Encourages everyone to attend trainings**
- **Works with the staff to solve problems**
- **On top of paperwork: contracts, invoices, volunteer hours, reinvestment stats**
- **Reimbursements!**

Work Plan Elements

- **Goal**—One overarching goal
- **Objectives**—How we reach our goal
- **Projects**—Specific projects to help implement our goals
- **Tasks**—Actions to move the project forward
- **Timetable**—When the project starts/stops
- **Responsible party**—Specific names
- **Success measures**

Likely first year projects: fundraising

- **Assist the board with fundraising**
- **Strategies**
 - **Develop an annual gift database**
 - **Design the annual gift forms**
 - **Solicit for annual gifts**
 - **Develop a sponsorship package**
 - **Organize a signature fundraising event**
 - **Approach potential donors**

Likely first year projects: volunteers

- **Recruiting, training and recognizing**
 - **Volunteer appreciation event**
 - **Volunteer orientation**
 - **Volunteer database**
 - **Volunteer training programs**
 - **Volunteer job descriptions**
 - **Targeted volunteer recruitment effort**
 - **Identifying potential partners for volunteer recruitment**

Likely first year projects: communication

- **Start the Web site**
- **Develop your media list**
- **Design and publish a quarterly newsletter**
- **E-blast or monthly newsletter e-blast**
- **Distribute flyers about the organization at events**
- **Posters about organizational activities**
- **Write a monthly Newspaper column**
- **Speakers bureau**